

# The Defense Travel System (DTS)



## Phase III Deployment Plan

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## TABLE OF CONTENTS

1.0 PURPOSE.....	6
2.0 INTRODUCTION .....	7
3.0 TOOLS THAT ASSIST THE DTS FIELDING EFFORT .....	8
4.0 REQUIREMENTS FOR FIELDING THE DEFENSE TRAVEL SYSTEM.....	9
4.1 Public Key Infrastructure (PKI) or Common Access Card (CAC).....	9
4.2 DBsign Installation .....	9
4.3 Defense Accounting and Disbursing Systems (DADS).....	10
4.4 Global Distribution Systems (GDS) .....	10
5.0 Roles and Responsibilities .....	11
5.1 Program Management Office – Defense Travel System .....	11
5.2 Services and Agencies Representative (S/A rep).....	12
5.3 Lead Defense Travel Administrator (LDTA) .....	12
5.4 Organization Defense Travel Administrator (ODTA) .....	12
5.5 Finance Defense Travel Administrator (FDTA).....	13
5.6 Debt Management Monitor (DMM) .....	13
5.7 Other Accountable Officials .....	14
5.7.1 Authorizing Official / Certifying Official (AO/CO).....	14
5.7.2 Non-DTS Entry Agent (NDEA) .....	15
5.7.3 Transportation Officer (TO) .....	15
5.8 Traveler .....	15
6.0 PRE-IMPLEMENTATION ACTIVITIES .....	16
6.1 Base Infrastructure Self-Assessment (BISA).....	16
6.2 Security Certification .....	16
6.3 Financial Systems Connectivity.....	17
6.4 Commercial Travel Office (CTO) Connectivity .....	17
6.5 Defense Travel Administration (DTA) Training .....	17
6.5.1 Training Introduction .....	17
6.5.2 Training Overview .....	18
6.5.3 Class Objectives .....	18
6.5.4 Student/Site Preparations .....	19
6.6 Business Process Reengineering.....	19
7.0 SYSTEM IMPLEMENTATION ACTIVITIES .....	20
7.1 Setup .....	20
7.2 Proliferation Planning .....	20
7.3 Live Process Verification.....	21
7.4 Initial Operating Capability .....	21
7.5 Help Desk.....	22
8.0 Training.....	24
8.1 Web-based Training (WBT) .....	24
8.2 DTS Demonstration .....	24
8.3 Enterprise Web Training System (EWTS) .....	25
8.4 Optional Services Classes .....	25

9.0 Lessons Learned.....	26
9.1 Command Support .....	26
9.2 Change Management .....	26
9.3 Training.....	27
9.4 DTA / Helpdesk Staff .....	27
9.4.1 Personnel.....	27
9.4.2 Communication.....	28
9.5 Communication with your Service/Agency representative (S/A rep) .....	28
Appendix.....	29
Appendix A: Transitioning to DTS from DTS-Limited and DTS-Tailored .....	30
1 Transitioning from DTS-L to DTS .....	30
2 Transitioning from DTS – Tailored to DTS .....	30
Appendix B: Phase III Site Fielding Guide .....	32
Appendix C: DTS Useful Contacts.....	39
PMO-DTS Contact Information .....	39
Service and Agency Representatives Contact List .....	39
Appendix D: Certifying Officer Legislation (COL) Training .....	42
Appendix E: Sample Proliferation Plan.....	43

## 1.0 PURPOSE

The Phase III Deployment Plan is a broad, over-arching guide to the deployment process for Phase III sites. The Deployment Plan identifies critical deployment activities and describes the steps necessary to complete the Phase III fielding process.

The Program Management Office – Defense Travel System (PMO – DTS) is fielding the Defense Travel System in three Phases:

Phase I: PMO-DTS funded deployment to pilot sites

Phase II: PMO-DTS funded deployment to primary installations

Phase III: Any Department of Defense (DoD) agency or installation that is self-deploying DTS

The intent of the DoD is for Phase III installations to be self-supported during the fielding process. This guide provides tools developed by the PMO-DTS to assist Phase III sites in the deployment of the Defense Travel System (DTS). Phase III sites should utilize support from their parent organization, through host-tenant agreements or through the PMO-DTS **Optional Services Catalog**. The catalog can be accessed from the Phase III Toolkit on the Defense Travel Center Website at [http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm).

## 2.0 INTRODUCTION

DTS is the new standard for temporary duty (TDY/TAD) travel for the DoD. DTS provides travelers with an efficient, flexible mechanism for electronically arranging travel, making changes before or during the trip, and completing the post-voucher process. It also provides for paperless electronic routing, review, and approval of the associated travel and documentation.

Travelers gain the ability to:

- Input and update travel requests at their desk.
- Review real-time availability and booking information for hotels, airlines, and car rentals.
- Update travel preferences in a personal profile.
- Input and digitally sign trip information.
- Use trip information to prepare a voucher.
- Review the status of a trip record at any time.
- Input and digitally sign supplemental information for a completed trip.
- Receive quicker travel reimbursements.

The travel management personnel will be able to:

- Receive electronic trip records faster to speed the approval process.
- Route documents based on a predefined electronic routing process.
- Track the obligation and expenditure of travel funds.
- Automatically verify compliance with travel policy.
- Electronically approve travel claims.
- Identify, process, and monitor travel records that have a balance due to the government.
- Increase productivity and record-keeping capabilities.

The Commercial Travel Office (CTO) will benefit from:

- Improved pre-trip information from the traveler to include authorization and accounting information.
- Automatic calculations of "should cost" data for air, hotel and rental car reservations.
- Automatically receive traveler's data (phone number, email address, etc.).
- Auto Booking of reservations (when applicable).
- Automatic routing of trip documents through the traveler's approval chain to the CTO.
- Electronic communication between DTS and the travel offices Global Distribution System.

### **3.0 TOOLS THAT ASSIST THE DTS FIELDING EFFORT**

The PMO-DTS has developed a set of tools to assist Phase III Sites in fielding DTS. Appendix B of this document also includes a generic Phase III Site Fielding Guide. The Site Fielding Guide is a 'checklist' of activities, with recommended suspense dates, which can be used with the Phase III Deployment Plan. The Phase III Site Fielding Guide is in Microsoft Excel format and can be sorted or modified as needed by site personnel.

Additionally, the PMO-DTS also provides the following documents for use with the Phase III Deployment Plan. All items can be located in the Phase III Toolkit on the DTS website at [http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm).

#### **Documents**

- Phase III Deployment Plan
- Optional Services Catalog
- PKI Information & POC Listing
- DBsign Client for DTS
- DTS Plug-ins
- Infrastructure Self-Assessment Guide
- Financial Systems Connectivity Guide
- Business Processes Analysis Guide
- Business Rules Guide
- DTS Deployment Tools User's Manual
- DTS DTA User's Manual, Appendix S, Site Admin Setup Planning Process and Templates for DTS
- Live Process Verification Guide
- Become an Authorized Caller with the DTS T3HD
- Help Desk Guide
- DTS Training Plan, Version 2.0
- Change Management Guide
- Public Affairs/Communications Package



## 4.0 REQUIREMENTS FOR FIELDING THE DEFENSE TRAVEL SYSTEM

DTS interfaces with a variety of DoD partner systems to provide enhanced functionality and an end-to-end automated travel system to the user. Two primary examples of these systems are the Defense Accounting and Disbursing Systems (DADS) and the Global Distribution System (GDS). The availability of some of these systems may prohibit or limit the implementation of DTS.

Entrance Criteria for Implementing DTS include:

- Availability of CAC/PKI
- Installation of DBsign on all of the sites computers
- Availability or non-availability of DADS
- Availability or non-availability of GDS

It is necessary for sites to provide either Public Key Infrastructure (PKI) or Common Access Card (CAC) capability to travelers prior to using DTS. Without this critical capability, DTS can not verify the identity of the user.

Although it is not necessary, it is highly recommended that sites implement DTS when both the financial systems and the CTOs can be connected electronically to DTS. Without connectivity to both of these systems, the full benefits of DTS will not be realized.

### 4.1 Public Key Infrastructure (PKI) or Common Access Card (CAC)

DTS provides users with the ability to digitally sign and approve travel documents. DTS is dependent on either Public Key Infrastructure (PKI) or Common Access Card (CAC) to enable the secure digital signature process. **Sites that do not provide one of these systems to their personnel will not be able to implement DTS.** The **PKI Information & POC Listing** ([http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)) clearly defines DTS's digital signature requirements, and how PKI/CAC help DTS meet those requirements. PMO-DTS recommends that sites implement DTS *after* CAC or PKI has been deployed, and not at the same time.

For more information on PKI please see PKI Program Office home page at <http://iase.disa.mil/>.

For more information on the CAC please see the CAC home page at

<http://www.dmdc.osd.mil/smartcard/>.

### 4.2 DBsign Installation

**DBsign must be installed before DTS can be used.** DBsign is security software and will authenticate users and allow them to digitally sign their document. For further information and instructions click on the **DBsign Client for DTS**

([http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm)).

Installing DBsign (**DTS Plug-ins** at [http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm)) requires administrator privileges. Military installations will need to contact their LAN administrator.

### **4.3 Defense Accounting and Disbursing Systems (DADS)**

DTS interfaces with DoD financial systems, known as the Defense Accounting and Disbursing Systems (DADS). Connectivity to financial systems allows DTS to verify and obligate funds, as well as disburse funds to travelers.

If a DADS system is not available, DTS can still be deployed, however DTS will not be able to automatically obligate and disburse funds making manual intervention necessary. The site will need to export financial information from DTS and manually input it into the appropriate financial system. This configuration is called DTS-Tailored (DTS-T) for the DADS.

### **4.4 Global Distribution Systems (GDS)**

DTS also interfaces with Global Distribution Systems (GDS). Connectivity to the Commercial Travel Office (CTO) through the GDS gives travelers the ability to schedule their travel plans based on real-time air, hotel, and car rental availability.

Commercial Travel Offices typically use one of the following Global Distribution Systems: SABRE, Worldspan, Apollo, Galileo, or Amadeus. Currently DTS does not support the Galileo GDS.

If the GDS is not able to connect, DTS can still be deployed at the site. The site will have to develop workarounds to book travel arrangements and return the actual costs to DTS. If the CTO is not connected to DTS, users will have to contact the CTO through other means, and then manually input travel information into DTS. This configuration is called DTS-Tailored (DTS-T) for the CTO.

## 5.0 Roles and Responsibilities

The following is a list of roles and responsibilities necessary to field and sustain DTS at your site.

### 5.1 Program Management Office – Defense Travel System

The Program Management Office - Defense Travel System (PMO-DTS) responsibilities are outlined in detail in Memoranda of Understanding (MOU) which are established between the PMO-DTS, each Service and many Department of Defense Agencies. Highlights of those MOUs are listed below:

- Operations and Maintenance
  - Provide oversight and management for all aspects of the Defense Travel System to include management of the Defense Travel System prime vendor, Northrop Grumman Mission Systems; provide coordination with interfaced government/non-government systems; and provide test analysis and requirements validation of system functionality and security in accordance with applicable DoD and Federal standards.
- Test Management
  - Provide advance notification of testing on the Defense Travel System operational element that may affect performance or security.
- Security
  - Provide PMO test team members for all phases of security testing as required throughout the life cycle of the Defense Travel System.
  - Provide a copy (for record) of the signed Letter of Accreditation or ATO as proof of system security status.
- Configuration Management
  - Establish a Defense Travel System Configuration Control Board (CCB) and follow proper configuration management procedures in accordance with the Defense Travel System Configuration Management Plan dated March 2001.
  - Provide advance notification and coordination of system changes and upgrades that may affect the interface between systems.
- Training
  - Develop training schedule that identifies required Lead Defense Travel Administration (DTA), Organization DTA, Authorizing Official (AO) or Train the Trainer classes to meet implementation timeline.
  - Schedule and facilitate quarterly DTA workshops.
- Help Desk
  - Provide overall Defense Travel System Help Desk policy.
  - Develop Defense Travel System Help Desk references, user materials, and information to support all three levels of the help desk.
  - Develop Defense Travel System Help Desk Training.

In addition to the items above, the PMO-DTS has provided the Phase III Toolkit to assist all Phase III sites in the fielding process. All other needs for Phase III fielding assistance should be addressed to the respective Service or Agency representative (refer to Appendix C for contact information).

For sites that do not have a service or agency representative, please contact the PMO-DTS Operations team for further assistance. The PMO-DTS Operations Team will assist as budget and resources allow (refer to Appendix C for contact information).

## **5.2 Services and Agencies Representative (S/A rep)**

Each Service and some agencies have appointed O-6 and O-8 representatives to the DTS program.

For Phase III fielding efforts, their offices will:

- Provide overall guidance and assistance to Phase III sites fielding DTS.
- Define Service or Agency (S/A) specific business processes for DTS (as needed).
- Coordinate connectivity between DTS, CTO and the DADS.

## **5.3 Lead Defense Travel Administrator (LDTA)**

The site LDTA has overall responsibility and accountability for all site-related requirements that are necessary to successfully field the system at their site. With support and guidance from S/A Reps, the LDTA will ensure that issues are resolved, including all site-related technical, administrative, and/or operational problems and conflicts. The LDTA is an accountable official and must be appointed in writing on the DD 577. In addition to this the LDTA must complete Certifying Officers Legislation training (COL training).

In addition to fielding activities, the LDTA has the responsibility for:

- Maintaining and administering DTS at the site
- Helping define roles and responsibilities for personnel (routing officials and organization administrators) during system implementation
- Managing the day-to-day activities during system operations

The LDTA also has access to call the DTS Tier 3 Helpdesk. The Tier 3 helpdesk is managed by the PMO-DTS and is currently run by the prime contractor. Their function is to answer questions and resolve system problems that can not be resolved at the site level. Authorized callers to the Tier 3 Helpdesk are limited; see your Service or Agency Representative for site specific guidelines.

## **5.4 Organization Defense Travel Administrator (ODTA)**

The LDTA is the person with overall responsibility, while supporting personnel are called the ODTA. The ODTA is responsible for managing the administrative aspects of the travel process at an organizational level as determined by each Service or Agency. The ODTA may be a full or part-time position according to the needs of the particular organization and may be performed by more than one person. The ODTA function provides support for their organization's routing officials and travelers.

Some of the functions the ODTA may perform:

- Pre-deployment of DTS:
  - Identify organizations under their control
  - Use the Deployment Tool to build their organizational structure, routing lists, and groups
  - Identify people assigned to relevant roles to support DTS fielding in the areas of personnel administration, budgeting, finance, information systems, computer security, Authorizing Officials, and transportation
  - Confirm Hardware / Software requirements are met prior to setup (CAC Readers, CAC middleware, DBsign)
- Post-deployment of DTS:
  - Add/Delete travelers in their respective organization as necessary
  - Serve as quality assurance evaluator for CTO support functions
  - Serve as Tier 2 Help Desk POC
  - Provide user training and DTS demos for frequent travelers after the completion of the deployment process

The PMO-DTS recommends one ODTA per 200 travelers as a starting point; however the actual number of ODTAs should be re-evaluated based upon the sites needs.

## **5.5 Finance Defense Travel Administrator (FDTA)**

The FDTA should be any member of the budget resource management or accounting and finance office for an organization. The FDTA is an accountable official and must be appointed in writing on the DD 577. In addition to this the FDTA must complete Certifying Officers Legislation training (COL training). There will be at least one FDTA for each DTS site and may be composed of one or multiple persons with similar responsibilities. In many cases the FDTA and the LDFA or ODTA are one in the same.

The FDTA responsibilities include:

- Lines of Accounting (LOA)
  - Build LOAs
  - Assign LOAs to the correct organization
  - Assist in the resolution of LOA related rejects
- The DTS Budget
  - Load quarterly and annual budget targets in the budget module
  - Adjust the budget when necessary

More details of the FDTAs responsibilities and duties can be found in the **Financial Field Procedures Guide** ([http://www.dtstravelcenter.dod.mil/secs/Document\\_Library.cfm](http://www.dtstravelcenter.dod.mil/secs/Document_Library.cfm)) and also in DoD Financial Management Regulation Volume 9 Chapter 2.

## **5.6 Debt Management Monitor (DMM)**

The DMM is responsible for tracking, processing, and recording all actions related to a debt incurred by a traveler in DTS. A DMM at each site is not necessary but each organization within

DTS will have to be accounted for by at least one DMM. Services and Agencies will have to identify and appoint in writing those individuals who will be serving as DMMs. Access to the Debt Management functionality within DTS will be driven by a profile indicator in the user profile.

The DMM responsibilities include:

- Ensuring the traveler has been served due process and an opportunity to repay the debt
- Providing additional instructions to the traveler on how to make payment
- Providing instructions on the waiver/appeal process
- Initiate payroll collection or Out-of-Service (OOS) debt processing when required
- Facilitate accomplishment of the Post Payment Review (PPR) process to establish a debt
- Monitor all DTS travel debt utilizing the Debt Management Report

For further information regarding DMMs, please refer to the **Debt Management Monitor Roles and Responsibilities** ([http://www.dtstravelcenter.dod.mil/Secs/Document\\_Library.cfm](http://www.dtstravelcenter.dod.mil/Secs/Document_Library.cfm)).

## 5.7 Other Accountable Officials

The Accountable Officials involved in the travel management process are located at various control points within an organization. The positions of Authorizing Officials and Certifying Officials shall be designated in writing as Accountable Officials in the management of the Temporary Duty (TDY) travel process as prescribed in the DoD Financial Management Regulation Volume 9 Chapter 2. Also, accountable officials must complete Certifying Officer Legislation (COL) training. Websites that offer COL training can be found in Appendix D.

Responsibilities of these officials are described separately below.

### 5.7.1 Authorizing Official / Certifying Official (AO/CO)

The AO/CO is the official at the organization level who has the responsibility for the mission and the authority to obligate/certify funds to support the TDY travel for the mission. The AO/CO is an accountable official and must be appointed in writing on the DD 577. In addition to this the AO/CO must complete Certifying Officers Legislation training (COL training).

The AO/CO will:

- Apply the APPROVED stamp on travel documents in DTS
- Verify that all travel authorizations and vouchers are within the confines of Appendix O of the JFTR or JTR
- Verify that all substantiating records have been attached to the DTS trip record

The AO in DTS has the responsibility for approving a traveler's authorization. The CO in DTS has the responsibility for certifying the traveler's voucher for payment in accordance with DoD Policy. In most instances, the AOs and the COs are the same person, however the duties can be separated if necessary. The AO/CO can be held pecuniary liable, in accordance with the DoDFMR. For further information visit **Authorizing Officials (AO) Responsibilities** at [http://www.dtstravelcenter.dod.mil/secs/Document\\_Library.cfm](http://www.dtstravelcenter.dod.mil/secs/Document_Library.cfm).

### **5.7.2 Non-DTS Entry Agent (NDEA)**

The NDEA is an individual who is appointed in writing to perform specific tasks in DTS for travelers who can't access DTS. The NDEA is an accountable official and must be appointed in writing on the DD 577. In addition to this the NDEA must have T-ENTERED checked in their profile in the DTA Maintenance Tool.

The NDEA will:

- Be a DoD employee [not contractors], designated by local command authority
- Input and digitally sign trip requests and reimbursement claims in DTS on behalf of travelers who do not have access
- Receive a signed paper voucher from the traveler with supporting documentation
- Attach all substantiating records (to include the signed voucher) to the DTS trip record
- Must select the T-ENTERED stamp instead of the SIGN stamp from the document status list when signing vouchers for other travelers

### **5.7.3 Transportation Officer (TO)**

The TO provides technical direction, management, and evaluation of the traffic management aspect of the DoD passenger transportation program within the assigned geographic area of responsibility.

The TO will:

- Provide efficient, responsive, and quality transportation services within the assigned geographic area of responsibility
- Ensure compliance with governing laws, directives, and regulations related to travel conducted in DTS
- Provide technical direction, management, and evaluation of the traffic management aspect of the DoD passenger transportation movement program within the assigned geographic area of responsibility
- Work closely with the LDTA in developing DTS Business Rules as they apply to the installation/agency

## **5.8 Traveler**

The traveler will:

- Make travel reservations using the online reservations module (if CTO connected)
- Initiate and submit a travel authorization
- Complete and digitally sign travel vouchers
- Use computer-based training resources to enhance functional knowledge
- Enter the purpose, arrangement information, and justification for any exceptions to policy for each trip
- Attach all substantiating records to the DTS trip record
- Ensure accuracy of personal data: email address, bank checking/routing numbers, government charge card account number, etc

## 6.0 PRE-IMPLEMENTATION ACTIVITIES

Once a site has verified that it meets the minimum requirements to implement DTS (i.e. availability of DADS [Defense Accounting and Disbursing Systems], CTO, CAC/PKI, etc), it needs to conduct a variety of pre-implementation activities necessary for a successful deployment.

The following sections identify the major activities that should be completed before implementation.

- Base Infrastructure Self-Assessment (BISA)
- Security Certification
- Financial Systems Connectivity
- Commercial Travel Office (CTO) Connectivity
- Defense Travel Administrator (DTA) Training
- Business Process Reengineering

The timeframe for pre-implementation activities will be dependant on a number of factors including size of the site and dedicated time of the deployment team. Time recommendations are made in the sample Phase III Site Planning Guide in Appendix B.

### 6.1 Base Infrastructure Self-Assessment (BISA)

Sites should conduct an assessment to verify the health of their Information Technology infrastructure. Sites can use the **Infrastructure Self-Assessment Guide** document on the DTS Travel Center Website ([http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)) to estimate the capacity for concurrent DTS users that their infrastructure can support. Once the assessment has been completed, the site should notify their service or agency representative with the results. The BISA will assess the network speed at the site to determine the network speed as well as the number of concurrent users that can access DTS at a given time. Sites should understand that a low score may negatively impact the performance of and/or satisfaction with DTS at the installation. Sites with low scores should speak with their service and agency representative and should consider upgrading their network.

### 6.2 Security Certification

Phase III sites should be aware of any certifications needed to implement DTS at their location. In addition to Service/Agency and Command certifications, sites may also need to get approval from their site information management office before deploying DTS. The Service/Agency office may provide assistance in determining Service/Agency or Command requirements, but the site should be aware of local software restrictions.

The Authority to Operate (ATO) can be obtained from your PMO-DTS Operations team.



## **6.3 Financial Systems Connectivity**

The LDTA through their Service or Agency office will communicate the site DTS implementation schedule to the Global Exchange (GEX). This coordination allows the GEX to make the appropriate updates to their systems to allow for communication between DTS and the appropriate financial systems.

### **The Financial Systems Connectivity Guide**

([http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)) provides guidance as to how to manage the communication with the GEX.

## **6.4 Commercial Travel Office (CTO) Connectivity**

The LDTA needs to communicate the DTS implementation schedule to the Commercial Travel Office (CTO). The CTO has to prepare for DTS connectivity, and should be aware of the DTS implementation schedule from the very beginning. The CTO PNR Validation should also be conducted.

A Passenger Name Record (PNR) is the file that a travel agent or airline has that contains information on the traveler (i.e. name, gender, seat preferences, etc.). When connecting DTS to the CTO, it is necessary to verify that DTS is sending the correct information to the CTO and that they are able to read it. This process is called a PNR Validation.

The PNR Validation is the essential first step to engage the CTO and educate them on DTS and also serves to test the connectivity between DTS and the CTO's GDS system. It is during the PNR Validation that the CTO is provided with an overview of the DTS implementation process, thereby giving them an understanding of their role both during and after implementation. In addition, they will receive a clearer understanding of changes to their processes as a result of travelers starting to use DTS. A successful PNR Validation will ease the minds of the CTO agents and will serve as the building block for future success.

Please contact PMO-DTS for assistance and further instruction on CTO connectivity (refer to Appendix C for contact information).

## **6.5 Defense Travel Administration (DTA) Training**

### **6.5.1 Training Introduction**

Each Service/Agency office is responsible for ensuring Defense Travel Administrators (DTAs) at their Phase III sites receive DTA training. Training options include:

- Purchasing classroom training from the DTS Optional Services Catalog
- Utilizing Service/Agency training resources to provide internal training
- Using DTA Web-based Training found on the DTS Website at:  
[http://www.dtstravelcenter.dod.mil/Training/Training\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Training/Training_Main.cfm)

Purchasing a DTA Training class (which accommodates 20 students) can be arranged through the Training and Usability Branch of the Travel Management Office via the **Optional Services Catalog** ([http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)).

Additionally, there are occasional seat vacancies at scheduled DTA classes however notification would be only 1-2 weeks before the class. A wait-list is maintained in the Training and Usability Branch.

Contact your Service/Agency DTS point of contact for further information on their DTS training resources.

### **6.5.2 Training Overview**

DTA classroom training is four 8-hour days in length. The curriculum includes:

- DTS Overview
- Site Set-Up Using DTS Deployment Tools
- Organization, Group, and Routing List Setup Guidance
- Finance/Budget Setup
- Document Processing (create, approve, adjust, amend travel documents)
- End-Of-Course Practical Exercise

Northrop Grumman instructors use a combination of hands on usage of the DTS training system, functional demonstrations, and practical exercises. If a course is purchased through the Optional Services Catalog, Northrop Grumman will provide laptop computers or, if preferred, on-site computers at the training location can be used.

### **6.5.3 Class Objectives**

Instructors teach DTS functionality to DTAs who will assist in the organizational setup of DTS for their sites. These DTAs may also act as an authorized caller to the Tier III help desk. The DTS Training Plan contains a more detailed description of the training approach and is available at the Training Section of the PMO-DTS website: ([http://www.dtstravelcenter.dod.mil/Training/Training\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Training/Training_Main.cfm)).

Instructors use practical exercises to teach the procedures for creating travel documents: Authorizations, Group Authorizations, Vouchers from Authorization, and Local Vouchers. They also define the roles of all accountable officials: Authorizing Officials (AOs), Certifying Officials (COs), Reviewing Officials (ROs), Transportation Officers (TOs) and Defense Travel Administrators (DTAs). DTAs include Lead DTAs (LDTAs), Organizational DTAs (ODTAs), Finance DTAs (FDTAs), and Debt Management Monitors (DMM).

Note: Only the functionality of the system is introduced in the class; a broad range of travel policies and procedures is available online in the Training section of the DTS website ([http://www.dtstravelcenter.dod.mil/Training/Training\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Training/Training_Main.cfm)).

#### 6.5.4 Student/Site Preparations

Students selected to attend DTA Training should make every effort to be present for each lesson. Each class exercise builds off those previously taught, so missing any class section will adversely affect a students' learning ability. In addition, although the student will be allowed to continue attending class, they will not receive an end-of-course certificate.

DTA training must be conducted before the site begins to use DTS. This allows enough time for DTAs to determine their roles, set up the system, and resolve issues before declaring initial operating capability (IOC).

### 6.6 Business Process Reengineering

Sites should conduct a Business Process Reengineering session to document both how travel is currently processed at an installation, and how it should be processed with DTS. The tasks that should be completed are outlined below. There is a **Phase III Business Process Analysis Guide** available to assist you. It can be found in the Phase III toolkit at the DTS website ([http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)).

#### Tasks:

- Discuss current travel processes with command/organizations
- Present proposed travel processes under DTS to command/organizations, make modifications as necessary
- Review/edit business rules
- Review Department of Defense level and Service level business rules with the site to develop site level business rules. These business rules will be documented by the PMO-DTS and will be submitted to the site to maintain.

To assist the site with creating their business rules, the PMO-DTS has created the **Business Rules Guide**. It is available from the DTS website ([http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)).

The LDTA may also request a Business Process Reengineering (BPR) analysis from the PMO-DTS via the **Optional Services Catalog** ([http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm)). The BPR helps the site define their current workflow, identify opportunities for improvement, and establish the new DTS workflow.

## 7.0 SYSTEM IMPLEMENTATION ACTIVITIES

System implementation is dependent upon *successful completion* of key pre-implementation activities:

- Business Process analysis
- DTA training
- DADS and CTO connectivity information

These activities are used to develop organization data such as organizational structure, document routing lists, budgets, reports, and document review/approval procedures. The steps discussed in this section are:

- Setup
- Proliferation Planning
- Live Process Verification
- Initial Operating Capability

The timeframe for system implementation activities will be dependant on a number of factors including size of site / installation and dedicated time of the deployment team. Time recommendations are made in the sample site fielding guide in Appendix B.

### 7.1 Setup

Data setup is the stage where the Service and Agency Representatives (S/A rep), Major Command Representatives and/or the Site creates their organizational data in the Deployment Tools and prepares the data to be migrated to DTS. The data prepared by the Sites include the budgetary and document flow process.

In order to allow a site's DTA personnel to use the Deployment Tool to load their organizational data into the system, a Level-7 DTA (typically, the S/A rep) first needs to create the root organization and assign privileges and permission levels to the LDTA. If the O-6 office is not available or if the Service/Agency does not have an O-6 office to perform this function, then the PMO-DTS Operations Lead will create the root organization and provide the appropriate access privileges to the LDTA. The **DTS Deployment Tools User's Manual** can be found at [http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm).

**DTS DTA User's Manual, Appendix S: Site Admin Setup Process and Templates for DTS** describes in detail the steps to organize and create the necessary data to setup DTS. More information on the DTS Setup can be found at [http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm).

### 7.2 Proliferation Planning

Most sites are large, complex organizations and do not have the resources to bring everyone onto DTS the same day. Sites should consider how to organize the roll out of DTS. The PMO-DTS calls this process proliferation. During the set up phase, the LDTA should determine how they want to implement DTS and write up a plan. This plan will keep the S/A rep up to date on all

progress and help determine the sites success and usage of the system. Appendix E contains a sample proliferation plan that can be used to assist the LDTA in future planning.

### 7.3 Live Process Verification

Live Process Verification (LPV) is the process for validating user login, routing lists, and/or connectivity to external systems. This should be completed to ensure that the system has been configured properly at the site / installation. The LDTA in conjunction with the ODTA, traveler, AO, and the CTO should conduct system “test” using live travel documents created by previously identified travelers. Documents/Processes to be tested:

- A DTS Travel Authorization.
  - Create a DTS Authorization using the reservation module (airfare, hotel, or rental car) and an incorrect Line of Accounting (LOA).
  - Once it is verified that the bad LOA was rejected by the financial system and the proper DTS reject emails have been sent and received, amend the authorization with a correct LOA, then re-sign and approve the document.
  - Verify that good LOA obligated successfully in the Accounting System.
  - Cancel the document. This tests the CTO cancellation procedures as well as the de-obligation in the accounting system.
- A DTS Local Voucher
  - Create a Local Voucher for an onsite service member or DoD civilian. A ‘test’ document should NEVER be used for the Local Voucher scenario—only real documents.
  - Once signed and approved, the Local Voucher will test the Disbursement portion of the process.

The scenarios are designed to validate site specific configurations of DTS functionality (budgets, routing lists, reporting, etc), as well as external functionality. Before a site can test connectivity to external systems (DADS/CTO), the site must have coordinated with the appropriate organization (DISA, GEX or CTOs) to establish connectivity. For more information visit the **Live Process Verification Guide** at [http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm).

### 7.4 Initial Operating Capability

Initial Operating Capability (IOC) occurs when LPV indicates that the system is ready for live travel and the end to end connectivity is verified. Not all travelers may be trained or even added to the system at IOC depending on the Proliferation Plan. However, travelers that have been trained and those self registered in the system should be able to use DTS to plan and conduct temporary duty travel.

IOC is declared when a site has demonstrated the ability to successfully process DTS documents through the system. This should include an Authorization, a Cancelled Document, and a Local Voucher. Each Service or Agency has the option of creating more guidelines. Below are the guidelines currently in place:

Each Major Command successfully completes a LPV (varies by Service)

- Army- MACOM
- Air Force - MAJCOM

- Navy - All commands
- Marine Corps – MCC
- Agencies – IOC organizations as a minimum

The following checklist is used by the PMO-DTS to ensure all tasks are complete or in process prior to declaring IOC at a site:

No	Task	Status
1	Is the proliferation plan complete?	
2	Has the Post Payment Review (PPR) contact list been completed and forwarded to the PMO-DTS Operations Team?	
3	Has a list of authorized callers for the Tier III help desk been provided to PMO-DTS Operations Team?	
4	Has the LDТА/ODТА contact list been provided to PMO-DTS Operations Team?	
5	Have areas of risk been identified and provided to the PMO-DTS Operations Team? (DBsign not pushed, reject email accounts not forwarding, shortage of CAC readers, etc) What are they?	
6	Have CBA accounts been loaded?	
7	Are the Business Rules complete?	
8	What is the status of CTO contract (Does it need modifying; Is it signed, etc)?	
9	Are LPVs complete?	

## 7.5 Help Desk

DTS uses a three tiered helpdesk system. The first tier (Tier I) is local and consists of self-help. The traveler should look for help with his/her peers and their AO. If the traveler is unable to solve the problem themselves, then they consult Tier II. Tier II consists of ODTAs and/or the LDТА. This person is more knowledgeable of DTS than the average traveler and is also aware of local policy and procedures. The goal is for most problems to be resolved at this level.

However, there are times when an issue can't be resolved at the site level and must be elevated. In this case, the Tier II helpdesk contacts the Tier III helpdesk. The Tier III helpdesk is currently contracted out to the DTS prime contractor. The Tier III helpdesk will instruct the LDТА on the appropriate fix, and if necessary open a system problem report to have a development bug resolved.

The multi-tiered helpdesk system is only successful if the tiers are enforced. In order to do so, only registered callers may contact the Tier III helpdesk. Registered callers are identified during the fielding process. There should be two registered callers per site / installation and one of them should be the LDТА. The other should be the LDТАs backup to handle matters when the LDТА is not available. The document **Become an Authorized Caller with the DTS T3HD**

([http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm))

is available as part of the Phase III toolkit on the website. .

The site still needs to define the structure and scope of their site help desk to assist users. The **Help Desk Guide** ([http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm)) will explain how the DTS Help Desk operates, and how the site should structure its local help desk to complement the DTS Help Desk operations.

## 8.0 Training

While DTS strives to be an intuitive system, some training will still be required. Especially for DTAs, AOs, DMMs, frequent travelers, or travelers who have complicated travel requirements. The site/ installation is responsible for all necessary training, however the PMO-DTS has the following resources to help:

- Web-based Training (WBT)
- DTS Demonstration
- Enterprise Web Training System (EWTS)
- Optional Services Classes

Additional training information can be found in the **DTS Training Plan, Version 2.0** ([http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm)). This will describe types of training available and will help the site identify their training requirements.

### 8.1 Web-based Training (WBT)

The PMO-DTS has developed a web-based training system to assist sites. Currently, there are two curricula. Each is outlined below:

#### **DTS Policies & Procedures WBT**

DTS Web Based Training for Policies and Procedures (WBTPP) course will provide the user with the policies and procedures that govern travel in accordance with the Department of Defense Joint Federal Travel Regulations (JFTR)/Joint Travel Regulations (JTR) Appendix O. It also provides background information and a history of DTS.

#### **DTS WBT**

DTS Web-Based Training for Functionality is provided for travelers, routing officials and administrators. Topics include Document Processing (DP) and Centrally Billed Account (CBA) Reconciliation. Users can select modules that apply to their respective roles.

Both of these tools provide easy access to information about travel without much effort on the part of the site and can be accessed by anyone at any time. DTS Policies & Procedures WBT and DTS WBT can be accessed off of the training section of the DTS website ([http://www.dtstravelcenter.dod.mil/Training/Training\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Training/Training_Main.cfm)).

### 8.2 DTS Demonstration

DTS Demonstrations are "silent movies" showing the steps and screens to complete various tasks within DTS. They are executable files that can be downloaded onto a machine and literally walk the trainee through creating an authorization. However, this is only a demonstration and does not provide any interactive learning from the trainee. DTS Demonstration can also be found in the training section of the DTS Website ([http://www.dtstravelcenter.dod.mil/Training/Training\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Training/Training_Main.cfm)).



### **8.3 Enterprise Web Training System (EWTS)**

The Enterprise Web Training System (EWTS) mirrors the live DTS production system and serves as a practice area for users to create and edit mock travel documents, organizations, routing lists, and much more. Just like DTS, EWTS is connected to live travel information so travelers can experience searching for available reservations. However, unlike the production system, EWTS does not actually make reservations, it only shows availability.

In order to obtain access to EWTS, trainees must borrow a training PKI certification from the DTA. (Sites or installations may be required to share certificates from their parent organization). For more information on obtaining training PKI certifications, please contact the Service or Agency representative or the PMO-DTS Operations Team.

### **8.4 Optional Services Classes**

In addition to the training resources listed above, the PMO-DTS also has a contract vehicle to purchase additional training. A complete list of available classes and price list can be obtained from the Optional Services Catalog. Some of those classes include:

- DTA courses
- Train-the-Trainer Training (TTT)
- User Training.

For more information on these courses, please refer to the **Optional Services Catalog** in the Phase III Toolkit on the DTS website ([http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm)).

## 9.0 Lessons Learned

The PMO-DTS has put together the following lessons learned based on experiences gathered from previously deployed Phase II and Phase III sites. The items below are imperative for a successful deployment of DTS:

- Command Support
- Change Management
- Training
- Helpdesk / DTA staff
- Communication with your S/A rep

### 9.1 Command Support

Enough stress cannot be placed on the value and importance of command support. If your organizational leadership is a proponent of the system and is willing to enforce the usage, then DTS will be successful at your location. DTS use should be made mandatory for TDY travelers who have been setup and enabled. Without the support of the commanders, success is much harder to achieve. In addition to the many benefits that DTS brings to your organization, there are many directives that may be useful. These documents (outlined below) can be found on the DTS website at [http://www.dtstravelcenter.dod.mil/Secs/TR\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/TR_Main.cfm).

- MID 921 Commercial Travel Office- This is the Management Initiative Decision approved by the Deputy Secretary of Defense stating that DTS is the solution for travel for the Department of Defense.
- Air Force- The Air Force issued this FM Action Request to address proliferation and usage of DTS at deployed locations.
- Army- This is the Army's letter mandating the proliferation and usage of DTS.
- Navy- The Navy has issued NAVADMIN 121/04 to mandate the installation of DBSign and deployment of DTS.
- Marine Corps- This is MARADMIN 068/05 addressing proliferation and usage of DTS within the Marine Corps.

Please contact your DTS O-6 representative and/or your PMO-DTS Operations Lead for more assistance. A contact list is located in Appendix C.

### 9.2 Change Management

Change Management is no doubt the toughest part of any type of system transition, DTS included. It can be especially difficult when transitioning from a paper-based system to a computer-based system. However, knowing that change management is difficult is the first step to making it easier. There are many tips and tricks that can help ease organizations into this change.

The PMO-DTS has developed an entire guide devoted to Change Management to assist the LDTA. The **Change Management Guide** can be downloaded at [http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm).

Also, the PMO-DTS has some public affairs resources available for you to assist in spreading the word that DTS is coming. One such item is a customizable article for the agency / installation newsletter and can be found in the **Public Affairs/Communications Package** in the Phase III Toolkit on the DTS website ([http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)). For more ideas, contact the PMO-DTS Operations Team.

## 9.3 Training

Training is imperative to a successful deployment of DTS. While DTS strives to be intuitive and user-friendly, there will always be people who need some sort of training. Especially for DTAs, AOs, frequent travelers, or travelers who have complicated travel requirements.

- Train DTAs. Since DTAs interact with the system, the travelers and the Tier 3 helpdesk, it is imperative that they have a solid understanding of DTS. DTAs should use the EWTS training certificates to begin learning the system prior to IOC. The PMO-DTS has found that the most successful sites have a well trained LDTA.
- Train AOs, frequent travelers and travel related personnel (travel clerks, etc.). Training these individuals may take some initial time; however these fundamental individuals can either help the DTA staff or hurt them. Well trained users will be less of a burden to the DTA staff.
- Train other key individuals. For example, train the executive assistant to the director / commanding officer of your organization. These individuals not only are likely responsible for travel for the director / commander, but their satisfaction or lack thereof can be powerful.

More information on training can be found on the training section of the DTS Website ([http://www.dtstravelcenter.dod.mil/Training/Training\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Training/Training_Main.cfm)).

## 9.4 DTA / Helpdesk Staff

There are two critical factors that can make or break a sites helpdesk. Those are:

- Personnel
- Communication

### 9.4.1 Personnel

Deciding who should implement and maintain DTS is a critical decision. It is imperative to select the correct DTA / Helpdesk staff for the site to be successful. Some vital traits include:

- Personality: The DTA staff must be customer service oriented as they will be the face of DTS when travelers and AOs need assistance. If the DTA is perceived as unapproachable, users will not be satisfied, and therefore not want to use the system.
- Continuity: the site should probably not select an employee that is up for re-assignment or retirement just after implementation. While it is understandable that employee

turnover is unpredictable, the site should try to select individuals with some longevity due to the length and cost of training the DTA staff.

- **Time Commitment:** the site will want to select an individual that can dedicate a majority of their time (if not completely) to DTS. Once DTS is fully deployed and operational, then the site can re-evaluate the resources necessary for your DTA/Helpdesk staff. The site may need to increase or decrease the number of dedicated personnel depending on your travelers needs.

#### **9.4.2 Communication**

Time has proven that sites that set up their DTA team to work closely together and communicate effectively are the most successful. Regular meetings with the DTA staff can assist in knowledge sharing, retention, and issue resolution. It also allows the LDTA to regularly share news of upcoming events or new functionality.

It is also important to remember that DTS impacts other functions within a site including but not limited to the travel card program, the budget / finance office, and the transportation office. The PMO-DTS has found that LDTAs at successful sites have set up lines of communication and have regular meetings with these other offices.

#### **9.5 Communication with your Service/Agency representative (S/A rep)**

Once the site has deployed DTS, it is important for the LDTA to remain in contact with their Service/Agency representative. The S/A rep will have direct access to the PMO-DTS Operations team. The PMO-DTS Operations team is the sites customer service representative and outlet to provide compliments, concerns, and suggestions. Typically, the PMO-DTS Operations Teams can provide the following types of information and assistance to S/A reps:

- Advise on new functionality
- Advise on software problem reports (SPRs) and expected resolution dates
- Strategize on issue resolution including command support, training, business processes, CTO issues, etc.
- Usage statistics

The PMO-DTS Operations team also provides the S/A rep(s) direct opportunities to send feedback on how DTS can be improved. LDTAs should refer to their S/A rep for proper guidelines and procedures on contacting the PMO-DTS Operations Team.

The contact information for your S/A rep(s) and operations team can be found in Appendix C.

## **Appendix**

The following pages contain additional information to assist in transitioning to DTS.

## **Appendix A: Transitioning to DTS from DTS-Limited and DTS-Tailored**

Occasionally, organizations may transition to DTS from either Defense Travel System – Limited (DTS-L) or Defense Travel System – Tailored (DTS-T). This document can be used, in whole or in part, to manage this transition to DTS as well.

### **1 Transitioning from DTS-L to DTS**

DTS-L is a client-server application which installations use to create travel requests, route and review travel requests, track organization budgets, and submit travel vouchers for payment. Personnel and organization data are setup at the installation's discretion to meet their unique needs.

To place a travel request, travelers need to contact their CTO and obtain current flight and hotel reservation data. Travelers then enter this data into their travel request in DTS-L, which they then submit for review to the appropriate person. DTS-L contains a static database with information, such as per diem tables, that is updated regularly by the Defense Travel Administrator.

The Defense Travel System (DTS) incorporates additional functionality, such as connectivity to CTO data via the Global Distribution System (GDS) and communication with Defense Accounting and Disbursing Systems (DADS). Connectivity to the CTO allows travelers to view and select up-to-the-minute airline and hotel reservations, eliminating the need to call the CTO and then manually enter the data. Communication with the DADS allows for quicker voucher reimbursement, since voucher information is submitted electronically for reimbursement immediately upon certification.

Because of interconnectivity with external systems (CTO, DADS), and because DTS is a DoD-wide system, the PMO-DTS (along with the Services and Agencies) have established policies and procedures for implementing DTS. These policies and procedures may be quite different from the standard operating procedures that DTS-L organizations have implemented on their own. Additionally, DTS has different infrastructure and security requirements than DTS-L. This document incorporates lessons-learned to help organizations transition to DTS as quickly as possible.

For this reason, the PMO-DTS recommends that all DTS-L organizations transitioning to DTS use this document in its entirety to guide them. Transitioning organizations need to adhere to the direction provided in this document, just as if they were a new DTS organization.

### **2 Transitioning from DTS – Tailored to DTS**

Due to a variety of factors, organizations may choose to implement DTS without financial systems connectivity or Commercial Travel Office (CTO) connectivity. For example, the financial system that the organization uses may not be tested with DTS, or the CTO may be undergoing contractual renegotiations.

When an organization implements DTS without financial systems connectivity and/or CTO connectivity, the PMO-DTS refers to that instance of DTS as DTS-Tailored (DTS-T). The PMO-DTS assumes that the DTS-T fielding effort incorporated the appropriate pre-implementation and implementation activities outlined in this document.

The DTS-T fielding effort should have included:

1. Establishing roles and responsibilities (Section 5)
2. Base infrastructure self-assessments (Section 6.1)
3. Security certifications (Section 6.2)
5. Financial systems connectivity if possible (Section 6.3)
6. Commercial travel office connectivity if possible (Section 6.4)
7. Defense Travel Administrator Training (Section 6.5)
8. Business process reengineering of available functionality (Section 6.6)
9. Setup (Section 7.1)
10. Live process verification of connectivity to various systems (CTO and DADS) (Section 7.3)
11. Help desk setup (Section 7.4)

The transition from DTS-T to DTS *full* does not need to include every step of the original fielding effort. Only the following activities need to be revisited:

- Section 6.3 (Financial Systems Connectivity) has to be completed, if it was not completed in the original fielding effort.
- Section 6.4 (Commercial Travel Office Connectivity) has to be completed, if it was not completed in the original fielding effort.
- If the transitioning installation does not have CTO connectivity, Defense Travel Administrator Training should be revisited. Trainers and DTAs need to be trained on the new CTO functionality that will be available to them.
- Section 6.6 (Business Process Reengineering) has to be revisited if financial systems or CTO connectivity is added. In both cases, business process will change and the site needs to identify how to best incorporate the new functionality.
- Section 7.3 (Live Process Verification) has to be revisited, since both financial system and CTO connectivity need to be validated.
- Section 7.4 (Help Desk) has to be revisited, since help desk personnel need to be aware of the additional functionality and how it will impact their workload.
- The LDTA may choose to revisit other pre-implementation and implementation activities, depending how complete the original Phase III fielding effort was. The Site Lead should review the entire Phase III Deployment Plan and determine, based on his knowledge of the organization, which activities need to be revisited.

## Appendix B: Phase III Site Fielding Guide

Below is a sample Phase III Site Fielding guide to assist sites in determining when tasks should be completed. The dates are recommended and based on a selected IOC date. For example, if a site selects 1 April as the IOC date, then initial contact with the PMO-DTS should be made 120 days prior to 1 April (or around the beginning of December of the previous year). The timeline can be compressed, if the site is small and willing to dedicate necessary resources. Questions about exact timelines should be addressed to the respective PMO-DTS Operations team.

Sequence Ref No.	Functional Category	Status	Task Name	Finish (# Days prior to IOC)	Task Description	Task Owner
1	Manage		Establish contact with site and determine who site POC will be.	-120		S/A rep(s)
2	Manage		Schedule Initial Site Planning Meeting	-112	Contact LDTA/POC to coordinate meeting with all functional SME's.	S/A rep(s)
3	CTO		Determine if CTO connectivity will be available for DTS system setup	-120	Determine if Commercial Travel Office (CTO) connectivity will be available for system setup; or, confirm intention to setup DTS-Tailored (CTO). This is needed to determine which business processes and system configuration will be used to support DTS at the site. If site is serviced by Carlson Wagonlit Travel (CWT) a separate connectivity procedure exists.	S/A rep(s)
4	Manage		Site PAO Coordinates with DTS PAO for outreach materials	-110	Site PAO coordinates with DTS PAO to arrange transfer of Outreach Materials. Count, POC and Shipping Address required.	LDTA/Site POC
5	Manage		Create Site Fielding Plan from Site Fielding Guide and distribute for review	-107	S/A rep(s) to create site-specific Site Fielding Plan (SFP) from Site Fielding Guide (SFG) template. Use existing schedule for major events, IOC to create a proposed schedule of events on the SFP. Distribute to site POC and/or LDTA for review prior to Internal Site Review, Initial Site Planning meetings. A "final" baseline version will be a result of the Initial Site Planning meeting.	S/A rep(s)



Sequence Ref No.	Functional Category	Status	Task Name	Finish (# Days prior to IOC)	Task Description	Task Owner
6	Manage		Conduct initial site fielding planning meeting	-100	This meeting should take place on-site in conjunction with the Fielding Branch, 06 Rep, and LDТА to develop their fielding plan from the Site Fielding Guide.	S/A rep(s)
7	Business Process Analysis		Provide DOD Agency Business Rules document and PMO BP Guide to Site	-98	Provide existing Service/Command Business Rules document to site, as well as any examples of local business rules from previous sites within the Service/Command as applicable. Provide latest version of PMO "BP Guide" to site.	S/A Rep(s)
8	CTO		Provide CTO PNR Validation worksheet to site CTO POC. <b>(Non CWT sites only).</b>	-98	Need clarification of exact process.	S/A rep(s)
9	Info. Technology		Provide the site with the Infrastructure Self Assessment (ISA) Guide, DTS "Speedometer" link; site assesses infrastructure	-98	Infrastructure Self Assessment will determine if the site is capable of supporting the DTS. The "Speedometer" should be performed to verify a viable infrastructure for supporting DTS operations.	S/A rep(s)
10	Manage		Assign site POC, identify DTA members, and provide a copy of DTS Deployment Plan	-98	Assign a DTS POC for each site. Provide POC with Deployment Plan. Obtain site POC's name, commercial, DSN, and fax numbers, and e-mail address from service/agency rep. Identify persons in all specified DTS roles - Training, IT, All DTA members, etc.	S/A rep(s)
11	Info. Technology		Determine that DADS suite is available to support DTS at Site	-91	Determine that Defense Accounting and Disbursing Systems (DADS) suite is available to support DTS at the Site; or, confirm intention to setup DTS-Tailored (DADS). This is a Key milestone indicator for the fielding effort.	S/A rep(s)
12	Business Process Analysis		Identify date, location, agenda and attendees for business process analysis meetings.	-91	Agency Operations Team Representative(s) coordinates with Site POC to set a location, agenda for meeting with a team of local Travel Process SMEs. Sample Agenda located in BP Guide. Ensure room requirements (projector, size, etc) meet need.	S/A rep(s)
13	Manage		Determine if remote locations are involved, meet requirements to use DTS.	-77	Determine if remote personnel should/could/will come up on DTS. The following should be considered: 1) Access to Internet (firewall, Security Accreditation for remote site) 2) DBSign, CAC Middleware/Reader accessibility on laptops, if applicable 3) DTA configuration 4) Servicing CTO connection? **If determination is made to include remote personnel based on this, establish procedures for preparing users for DTS.	LDТА/Site POC

Sequence Ref No.	Functional Category	Status	Task Name	Finish (# Days prior to IOC)	Task Description	Task Owner
14	CAC/PKI		Verify that CAC cards and readers have been issued to all staff and that each person knows their PIN number.	-99	If there are people who do not know their PIN, they will need to have it reset at the nearest CAC office. Prioritize by sequence of units coming up on DTS.	S/A rep(s)
15	CTO		Establish DTS CBA account(s) to be used only for DTS transactions.	-80	Establish a DTS CBA account(s), following local procedures.	LDTA/Site POC
16	Manage		Send site POC/LDTA Organization/LDTA creation worksheet.	-100	Have POC/LDTA complete and send back to S/A rep so that the root organization and LDTA can be set up using the deployment tools.	S/A rep(s)
17	Training		Schedule LDTA, FDTA and backups to attend DTA Training class.	-99	May be scheduled to attend training at a site that has a fielding activity in progress, prior to beginning the effort at the site. If not, can attend next PMO organized Agency training class.	S/A rep(s)
18	Setup		Current version of Appendix S planning and setup worksheets and Deployment Tools Spreadsheets distributed to site	-98	S/A rep(s) to provide LDTA with current version of Appendix S worksheets and deployment tools spreadsheets, which the site can use to map out their site data prior to using the DTS Deployment Tools.	S/A rep(s)
19	Manage		Conduct weekly Fielding status update throughout the fielding process via weekly teleconference with key players at site.	0	Conduct fielding status update installation readiness review. This consists of verification that all tasks on checklist have been completed satisfactorily to date. Reviews should be held weekly. Will be used to keep the PMO updated.	S/A rep(s)
20	Info. Technology		Verify the results that the Infrastructure Self Assessment (ISA) results meet the minimum requirements.	-84	Site to report results to S/A rep(s), along with any concerns based on the number of projected users and projected volume of traffic over the site's infrastructure.	S/A rep(s)
21	Manage		Draft Proliferation Plan submitted	-84	Site to provide a notional proliferation plan for all organizations involved in the fielding effort. This plan will establish priority for Setup, Business Process Sessions, Training, etc; thus, it needs to be reasonably solid, yet is subject to change.	LDTA/Site POC
22	CTO		Site Reservation Volumes Worksheet completed by site <b>(CWT sites only)</b>	-90	For CWT Sites, a worksheet will be provided that requests an estimate on the number of air/rail reservations that will be made on a monthly basis once the site is operational on DTS. Contact info also requested at this point. Requires knowledge of proliferation plan.	LDTA/Site POC/Transportation Officer
23	CTO		CTO Guidelines document created <b>(CWT sites only)</b>	-90	For CWT Sites, the Business Process session must include the creation and confirmation of accuracy of a CTO Guidelines document (template on the PMO LAN).	LDTA/Site POC/Transportation Officer

Sequence Ref No.	Functional Category	Status	Task Name	Finish (# Days prior to IOC)	Task Description	Task Owner
24	Business Process Analysis		LDTA/Site POC to coordinate with local/remote site Union Representatives, if necessary.	0	Engage Union Representatives as applicable to ensure all DTS concerns/issues are addressed. Union Reps should be offered inclusion in all activities, with emphasis on the Command Visit and Business Process Session. Union materials are on the PMO LAN. This is a continuous process	LDTA/Site POC
25	Business Process Analysis		Create and Submit "As Is" process flows and Business Process Matrix spreadsheet to PMO.	-77	The LDTA will be responsible for forwarding to the S/A rep(s) the following: 1. "As Is" process flows for travel processes, including Authorizations, Vouchers, and other processes (see BP Guide document), so they can be converted to flowcharts for use in the BP session. 2. Business Process Matrix (Part of BP Guide), which outlines transportation practices and policies at the site.	LDTA/Site POC
26	CTO		Completed CTO Guidelines Document, Site Reservation Volumes Worksheet provided to PMO POC <b>(CWT sites only)</b>	-90	For CWT Sites, Agency Operations Team Representative(s) to provide the PMO Fielding/Ops POC with a completed CTO Guidelines document and Site Reservation Volumes Worksheet NLT 65 days prior to IOC.	LDTA/Site POC
27	CTO		CTO Configuration Worksheet returned to PMO/NGMS <b>(Non-CWT sites)</b>	-90	CTO Configuration Worksheet to be completed and submitted to the Travel Reengineering Branch per the included contact information. TRB will coordinate with NGMS to set up the PNR and queues.	PMO Agency Operations Team Representative(s)
28	CTO		Connectivity Request Packet sent to SDDC (CWT sites only)	-90	For CWT Sites, TMD sends email to SDDC with a request for CWT to connect to DTS at the site. Email to include: 1) Performance Work Statement (includes information from Site Reservation Volumes Worksheet, desired milestone dates) 2) Completed CTO Guidelines document 3) Blank CTO Configuration Worksheet with suspense date *S/A rep(s) to track progress to ensure milestones are being met*	S/A rep(s) via PMO Travel Management Division
29	Setup		LDTA reviews DTS Deployment Tool user guide as well as the DTS Deployment Tool ' manual.	-60	LDTA becomes familiar with DTA Deployment Tool and gets refresh of data learned in DTA class by reviewing applicable material, available through links in the Tool.	LDTA/Site POC
30	Business Process Analysis		Authorizing/Certifying Officials, Transportation Officers complete COL Training.	-60	Prior to appointment in writing, all AO/CO personnel, as well as TO's who will certify CBA invoices, take the Certifying Officers Legislation Training (on PMO Website) and print out certificate after successful completion of final quiz.	LDTA/Site POC

Sequence Ref No.	Functional Category	Status	Task Name	Finish (# Days prior to IOC)	Task Description	Task Owner
31	Business Process Analysis		Ensure that Authorizing/Certifying Officials, as well as Transportation Officers, are Appointed in writing and Signature Cards are filed	-60	All Authorizing and Certifying Officials must be appointed in writing. Appointment letters, acceptance letters and DD-577 signature cards need to be filed by the site (or sent to DFAS for DTS-T DADS sites) Transportation Officers who will certify CBA invoices do this as well. Templates are in the Financial Procedures Guide. Verify that this action is complete.	LDTA/Site POC
32	Info. Technology		Proliferate DBSign to all applicable workstations	-60	Install DBSign on all applicable workstations, either by using "push" software or loading on each machine by an administrator. IOC organizations are the focus; others can be loaded according to Proliferation Plan.	LDTA/Site POC
33	Training		Communication of available DTS training resources	-90	Verify Web CBT availability is known to site personnel	LDTA/Site POC
34	Training		Request EWTS Org built, Training Certificates created	-70	EWTS training certificates request form is completed by the sites and submitted to the S/A rep(s).	S/A rep(s)
35	Setup		LDTA/ODTAs prepare App S worksheets (8 sheets for each organization), using Appendix S of the DTS Defense Travel Administration Guide for guidance.	-56	LDTA prepares worksheets from Appendix S of the DTS Defense Travel Administration Guide. This includes Organization List, Routing List Names, Group Names, Routing List details, Group Structure, Person Sheets, Lines of Accounting and Budgets. This is to be used for pre-planning purposes prior to using the DTA Deployment Tool.	LDTA/Site POC
36	Business Process Analysis		Conduct Business Process Session	-56	S/A rep(s) conduct BP session. See BP Guide for full agenda. Advance Preparation for use of DTA Deployment Tool included.	S/A rep(s)
37	Setup		Administrative Setup of Main Organization and LDTA using deployment tools.	-56	S/A rep(s) to create Main Organization for Site in the DTS Deployment Tool. Create LDTA and assign appropriate permissions so LDTA can create rest of site data.	S/A rep(s)
38	Setup		Verify local help desk is being established.	-21	Verify local help desk is being established - Identify local Help Desk personnel, E-mail address, telephone number, and local policy and procedures set up (to include identifying help desk calls flow). Ensure contact info included in Local Business Rules.	LDTA/Site POC
39	Training		Conduct DTS User training for all site AOs and Travelers	Ongoing	Conduct DTS User training for all site AOs and Travelers. This may consist of ensuring all personnel are aware of the Web-Based Training on the DTS website, as well as DTA-led classes or one-on-one instruction for frequent travelers and Routing Officials.	LDTA/Site POC
40	Business Process Analysis		Provide Service/Site with PMO reviewed and finalized Local Business Rules document	-49	Should be in Word Document format.	S/A rep(s)

Sequence Ref No.	Functional Category	Status	Task Name	Finish (# Days prior to IOC)	Task Description	Task Owner
41	Business Process Analysis		Identify and Appoint NDEA's, Contractors, and Self-Authorizing Officials	-30	Non-DTS Entry Agents, Contractors (in an administrative role), and personnel designated to be Self-Authorizing Officials must be appointed in writing. Templates are in the Financial Procedures Guide, as well as Appendix L in the DTA Users Manual.	LDTA/Site POC
42	Setup		Organization Data Setup in DTA Deployment Tool once reviewed and approved by PMO Agency Operations Team.	-30	LDTA, working with appropriate Site Personnel (ODTAs, FDTAs, etc), creates organization shell data (organizations, routing lists, groups, Lines of Accounting). Uses available Remote Support to assist with any issues in using the tool.	LDTA/Site POC
43	Setup		Verify required LOAs, associated organizations for LOA assignment, assign labels	-30	Finance DTAs work with individual organization resource managers to verify which LOAs will be included in each organization, and will assign labels according to the convention in the PMO Financial Procedures Guide.	LDTA/Site POC/FDTA
44	Setup		Site Help Desk (T2HD) personnel register as Authorized Callers in MAGIC	-28	Identified authorized callers to the Tier III (NGMS) Help Desk to register in Support MAGIC via the DTS Web Site link. PMO Operations will obtain approval of self-registered callers from Agency Operations Team Representative(s).	LDTA/Site POC
45	CTO		CTO Configuration Worksheet returned to PMO. <b>(CWT sites only)</b>	-28	For CWT Sites, SDDC will return the completed CTO Configuration Worksheet to the Travel Reengineering Branch, who will coordinate with NGMS to set up the PNR and queues.	S/A rep(s)
46	Setup		AO's and DTA's complete self-registration	-20	DTAs and Routing Officials (Reviewing Officials, Approving Officials) self-register in DTS prior to data being loaded in Production Database. Requires completion of Organization and Routing List data in Deployment Tool.	LDTA/Site POC
47	Setup		Organization Data Reviewed/Approved by PMO Agency Rep	-28	S/A rep(s) reviews and approves Organizational data for site to ensure compliance with S/A guidelines.	S/A rep(s)
48	Setup		Frequent Traveler Self-Registration	Ongoing	Frequent Travelers self-register so they are prepared to travel. Other travelers can register when a need to travel arises or as otherwise instructed by their Command/ODTA.	LDTA/Site POC
49	Setup		Data transfer from staging area to Production	-28	S/A rep(s), upon approval of data in the Deployment Tool, initiates migration of data in the Deployment Tool to the Production Database.	S/A rep(s)
50	CTO		Setup CBA Account(s) in CBA Reconciliation Module	-21	Transportation Officer to setup CBA account number(s) in Reconciliation Module; this includes labeling and matching to organizations. TO must be granted access to CBA Recon module by Service/Agency level CBA DTA. This will occur after all data uploads are completed.	LDTA/Site POC/Transportation Officer
51	Business Process Analysis		Establish Post Payment Review (PPR) Contact List and forward to the PMO to send to DFAS	-7	Site to identify POC(s) for any questions/issues raised by the Post Payment Review (PPR) auditors at DFAS-Kansas City; S/A rep(s) will forward to PMO Ops for submission	LDTA/Site POC

Sequence Ref No.	Functional Category	Status	Task Name	Finish (# Days prior to IOC)	Task Description	Task Owner
52	Business Process Analysis		Determine who will serve as Debt Management Monitor (DMM).		Once this has been determined S/A rep(s) will assign the appropriate organization/group access and permission level to the DMM.	LDTA/Site POC
53	Setup		Coordinate Live Process Verification scenarios with all relevant players	-20	Ensure all LPV scenarios are developed; if live travel will be used, ensure that travelers with TDY requirements have been chosen, and the appropriate Routing Officials are involved in the LPV as well. All key players must have PKI/CAC and DBSign on the applicable machine(s)	LDTA/Site POC
54	CTO		Test PNR transmission through GDS at site, remote training provided (PNR Validation)	-14	NGMS to provide remote training through teleconference/Placeware software. Test PNRs sent to ensure connectivity with queues, along with a run-through of PNR processing scenarios. Training date scheduled by TRB/NGMS with site CTO <b>(For CWT sites, test/training date will be part of Performance Work Statement)</b>	S/A rep(s)
55	Setup		Assign Budgets to LOAs according to proliferation plan.	-7	Ensure that the FDTA has established budgets to enter into DTS (for initial organizations coming up on IOC/participating in LPV at a minimum). Additional budget targets can be entered by the site at a later date, if desired.	LDTA/Site POC/FDTA
56	Setup		Conduct Live Process Verification scenarios	-1	Verify system connectivity to DADS and CTO through scripts/live travel. Verify system routing works as intended. Tailor as necessary depending on circumstances (DTS-Tailored, etc.).	S/A rep(s)/LDTA/Site POC
57	Setup		Verify local help desk is operational.	-1	Verify local help desk is operational. All help desk personnel (DTAs) are setup in DTS and means of contact to the T2HD are established.	LDTA/Site POC
58	Manage		Complete Fielding Process Checklist prior to declaration of IOC	-1	Complete Fielding Process Checklist to ensure all activities, major and minor, have been completed to the satisfaction of the S/A rep(s).	S/A rep(s)
59	Manage		IOC - Public notification of operational system	0	Notify PMO, DTA, Finance/Budget staff, AO's, and travelers that system is operational. This begins the Operational Handoff period of the site fielding process.	S/A rep(s)
60	Manage		Generation of Lessons Learned.	+10	Generate initial Lessons Learned document for immediate distribution and review for inclusion on the DTS Web Site.	S/A rep(s)
61	Setup		Operational Support	+5	S/A rep(s) to remain available for operational support.	S/A rep(s)
62	Manage		Complete after action report. Brief Program Director.	+21	Complete after action report for site using System Validation Checklist as enclosure. Provide to PM, site commander or rep, maintain file copy in Deployment Branch.	S/A rep(s)

## **Appendix C: DTS Useful Contacts**

### **PMO-DTS Contact Information**

PMO-DTS Operations Teams

241 18th Street

Crystal Square 4, Suite 100

Arlington, VA 22202-3402

Phone: 703.607.1498 DSN: 327

Fax: 703.602.8570 DSN: 332

Website: <http://www.defensetravel.osd.mil/dts/site/index.jsp>

#### **Agencies Operations Team**

E-mail: [agencyteam@osd.pentagon.mil](mailto:agencyteam@osd.pentagon.mil)

#### **Air Force, Army, Marine Corps, Navy Operations Team**

E-mail: [dts.operations.team@osd.pentagon.mil](mailto:dts.operations.team@osd.pentagon.mil)

#### **Commercial Travel Office (CTO) Team**

E-mail: [dts.cto.team@osd.pentagon.mil](mailto:dts.cto.team@osd.pentagon.mil)

#### **Centrally Billed Account (CBA) Team**

E-mail: [dts.cba.mail@osd.pentagon.mil](mailto:dts.cba.mail@osd.pentagon.mil)

#### **Finance Team**

E-mail: [dts.finance.team@osd.pentagon.mil](mailto:dts.finance.team@osd.pentagon.mil)

## **Service and Agency Representatives Contact List**

### **Defense Finance Accounting Service (DFAS)**

1931 Jefferson Davis Hwy

Arlington, VA 22240-5291

Phone: 703.607.0358

Website: <http://www.dfas.mil/money/travel/>

**Defense Information Systems Agency (DISA)**

701 South Courthouse Road  
Arlington, VA 22204-2199  
Phone: 703.607.6519  
DSN: 327.6519  
Fax: 703.607.4204  
Fax DSN: 327.4204  
Website: <http://www.disa.mil/>

**Defense Logistics Agency (DLA)**

8725 John J. Kingman Rd.  
Suite 6220  
Ft. Belvoir, VA 22060-6221  
Phone: 703.767.1156  
DSN: 427.1156  
Fax: 703.767.7187  
Fax DSN: 427.7187  
Website: <https://today.dla.mil/dss/des-b/DES-BT/dts.asp>

**All other Defense Agencies and Joint Forces**

Defense Agencies Team  
Program Management Office- Defense Travel System  
241 18th Street  
Crystal Square 4, Suite 100  
Arlington, VA 22202-3402  
E-mail: [agencyteam@osd.pentagon.mil](mailto:agencyteam@osd.pentagon.mil)  
Website: <http://www.defensetravel.osd.mil>

**Air Force**

1621 N. Kent Street  
Rosslyn, VA 22209-2132  
Phone: 703.588.0919  
DSN: 425.0919  
Fax: 703.588.0868  
Fax DSN: 425.0868  
Website: <http://www.af.mil/>

**Army**

109 Army Pentagon, Room 3A328  
Washington, DC 20310-0109  
Phone: 703.614.7071  
DSN: 224.7071



Fax: 703.614.9342  
E-mail: [asafmdts@hqda.army.mil](mailto:asafmdts@hqda.army.mil)  
Website: <http://www.asafm.army.mil/fo/fod/dts/dts.asp>

### **Marine Corps**

PG10  
2200 Lester Street  
Quantico, VA 22134  
Phone: 703.432.1086 or 1088  
DSN: 378.1086/1088  
E-mail: [DTS@mcsc.usmc.mil](mailto:DTS@mcsc.usmc.mil)  
Website: <http://www.usmc.mil/>

### **Navy**

2511 Jefferson Davis Hwy (NC1, 6100)  
Arlington, VA 22202  
Phone: 703.604.9949  
DSN: 664.9949  
Website: <https://dts.navy.mil>

## **Appendix D: Certifying Officer Legislation (COL) Training**

COL training can be found in the following locations:

<http://www.asafm.army.mil/fo/fod/dts/training/training.asp>

<https://dts.navy.mil/>

<http://www.saffm.hq.af.mil/coaotut/>

## Appendix E: Sample Proliferation Plan

Below is a sample proliferation plan to assist the site in planning for the roll out of DTS to the entire site/installation.

Organizations	Sub Orgs	AO Training Class Dates	Frequent Traveler Class Dates	Type of Training (EWTS, tri-fold, desk side, WBT)	DD 577 COL Training Appt Letter	CAC Status	LPV	IOC
<b>HQSPTBN</b> DM609201331001								
	<b>BLSD</b> DM609201331001HBL	8-12 Aug	8-12 Aug	EWTS	Need	Unknown	N/A	Sep-31
	...BMT	8-12 Aug	8-12 Aug	EWTS	Need	Unknown	N/A	Sep-31
	...BTD	8-12 Aug	8-12 Aug	EWTS	Need	Unknown	N/A	Sep-31
	...CSD	8-12 Aug	8-12 Aug	EWTS	Need	Unknown	N/A	Sep-31
	...FDS	8-12 Aug	8-12 Aug	EWTS	Need	Unknown	N/A	Sep-31
	...SUP	8-12 Aug	8-12 Aug	EWTS	Need	Unknown	N/A	Sep-31
	...TMO	8-12 Aug	8-12 Aug	EWTS	Need	Unknown	N/A	Sep-31
	<b>BTEO</b> DM609201331001HBTEO	6-10 Sep	6-10 Sep	EWTS	Need	Unknown	N/A	31-Oct
	...C	6-10 Sep	6-10 Sep	EWTS	Need	Unknown	N/A	31-Oct
	...D	6-10 Sep	6-10 Sep	EWTS	Need	Unknown	N/A	31-Oct
	...M	6-10 Sep	6-10 Sep	EWTS	Need	Unknown	N/A	31-Oct
	...O	6-10 Sep	6-10 Sep	EWTS	Need	Unknown	N/A	31-Oct
	...T	6-10 Sep	6-10 Sep	EWTS	Need	Unknown	N/A	31-Oct
	<b>ISS</b> DM609201331001HISS							
	...B							
	...F							
	...MP							
	<b>I&amp;E</b> DM609101331001HIE	8-12 Aug	8-12 Aug	NGMS	Collect	Good	10-Jun	18-Jun
	...BHD	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun
	...ECB	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun
	...ECO	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun
	...EMD	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun
	...EQB	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun
	...EFD	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun

	...IDD	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun
	...IS	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun
	...PWD	8-12 Aug	8-12 Aug	NGMS	Collect	Good	N/A	18-Jun
	<b>CHPLN</b> DM609201331001HCHP	8-12 Aug	8-12 Aug	EWTS	Need	Need	N/A	Sep-31
	<b>CMTR</b> DM609201331001HCOMP	Complete	Complete	NGMS	Collect	Good	N/A	18-Jun
	<b>CG</b> DM609201331001HMCG	Oct	Oct	EWTS	Need	Unknown	N/A	Nov